



# State of Vermont ERP Expansion Project

Readiness Coordinator Network  
Orientation



# Welcome

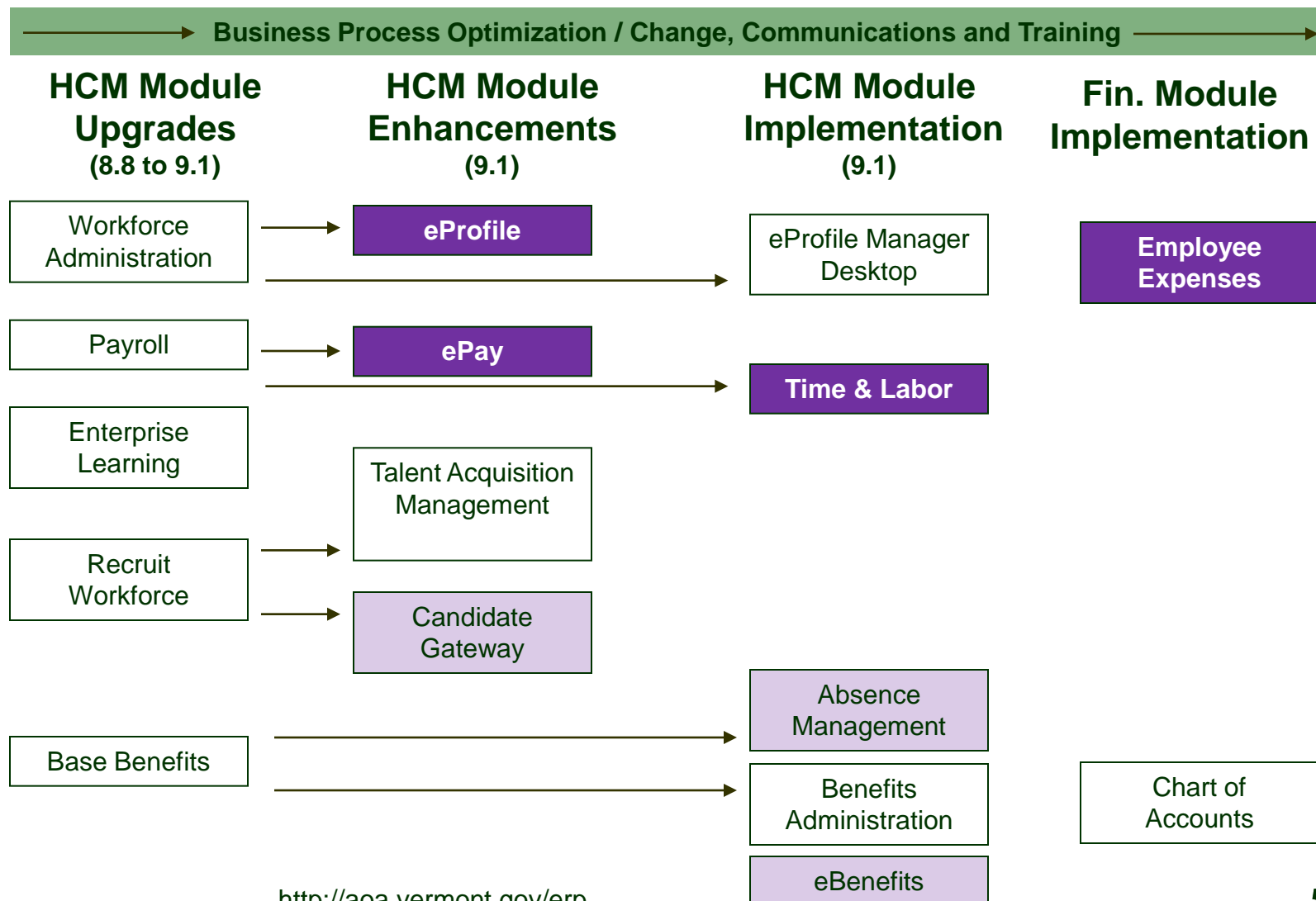
# Agenda

- Overview of the project
  - What, Who, When
  - Organizational Readiness
- Readiness Coordinator Overview
- BREAK
- Communication and Resistance Management
  - Elevator Speech Activity
- Next Steps

# ERP Expansion Project Goals

- ❑ Upgrade our PeopleSoft modules from 8.8 to 9.1
- ❑ Add new functionality and modules to:
  - ❖ Use the system as designed to eliminate customizations and automate manual tasks
  - ❖ Synchronize HR and Finance information
- ❑ Improve access to information
- ❑ Update and improve business processes
- ❑ Retire Paradox

# ERP Expansion Project Scope



# ERP Expansion Team

## Project Team Leads

Responsibility: Functional requirements, business process, system design & configuration		
Module	State Lead	CRT Lead
Human Resources	Shelley Morton	Paul Nielsen
Time & Labor	Mary Graves, Shelley Morton	Matt Delaney
Absence Management	Shelley Morton, Nicole Wilson	Matt Delaney
Recruiting	Doug Pine, Molly Paulger	Martin Guinals
Benefits	Nicole Wilson	Evalyn Tyson
Payroll	Mary Graves	Kathi Connell
Training Administration	Rosi Gowdy	Julie Kennedy
Expenses	Nancy Collins	Sue Calitri
Reporting	Nancy Collins, Harold Schwartz	Chung Pi
Chart of Accounts	Nancy Collins, Harold Schwartz	Paul Nielsen
Technical	Trudy Marineau	Chung Pi
Business Process	Tori Pesek, Gail Rushford	George Schnieder
Change Management	Tori Pesek, Gail Rushford	Paul Yeager

## Executive Sponsors

Responsibility: Authority for the project	
Michael Clasen	Deputy Secretary Agency of Administration
Kate Duffy	Commissioner Department of Human Resources
Jim Reardon	Commissioner Department of Finance & Management
Richard Boes	Commissioner Department of Information & Innovation

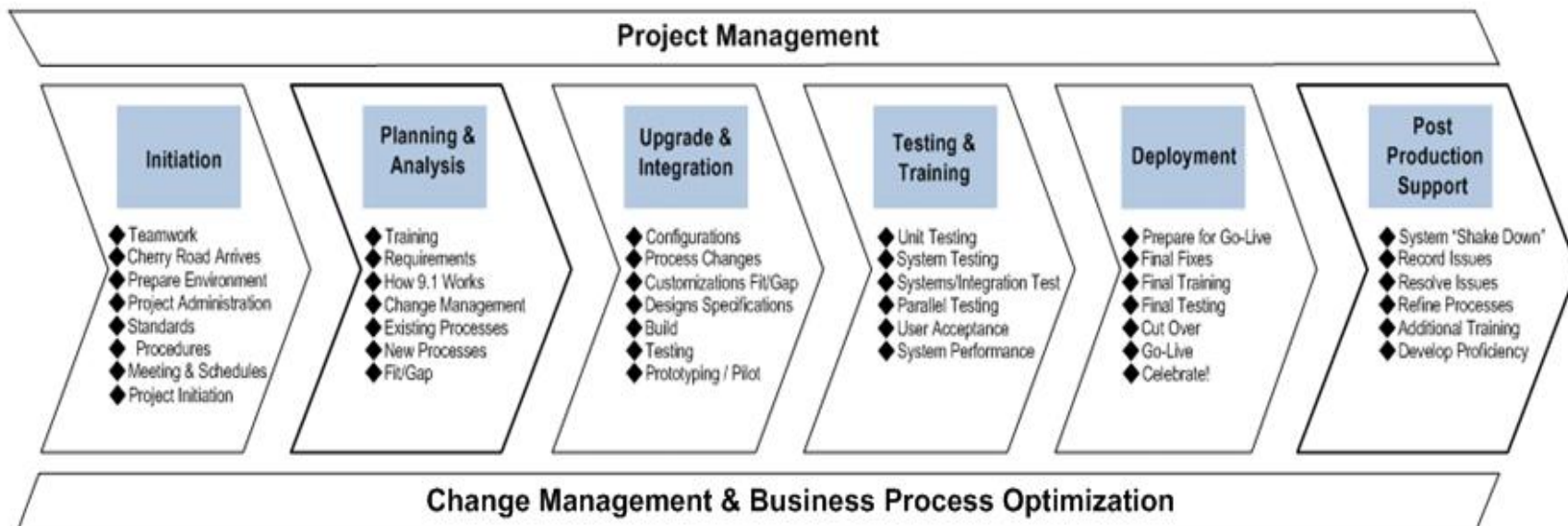
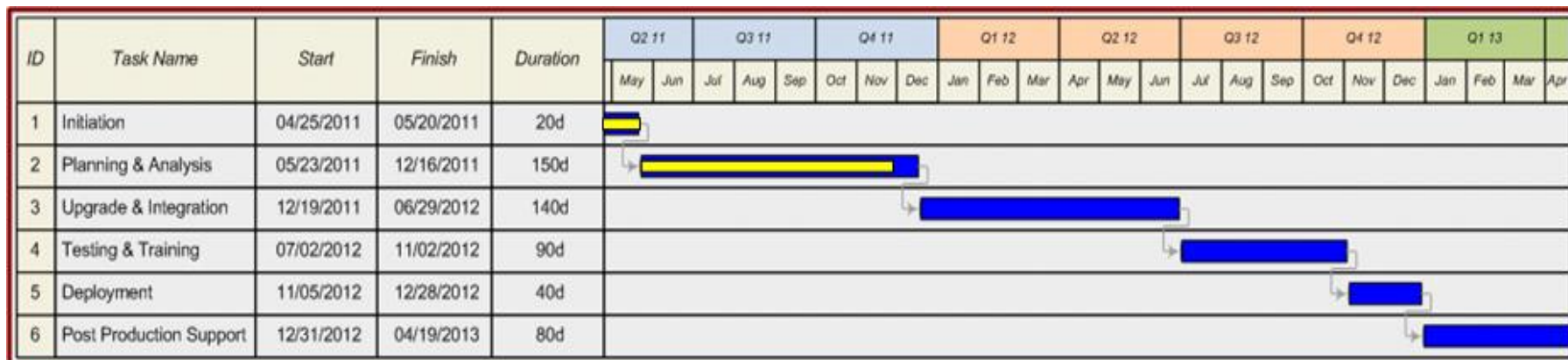
## Project Directors

Responsibility: Provide guidance and direction relating to mission critical issues beyond the authority of the Project Team.	
Brad Ferland	<a href="mailto:Brad.ferland@state.vt.us">Brad.ferland@state.vt.us</a>
Trudy Marineau	<a href="mailto:Trudy.marineau@state.vt.us">Trudy.marineau@state.vt.us</a>
Molly Paulger	<a href="mailto:Molly.paulger@state.vt.us">Molly.paulger@state.vt.us</a>
Darwin Thompson	<a href="mailto:Darwin.thompson@state.vt.us">Darwin.thompson@state.vt.us</a>

## Project Managers

Responsibility: Day to day project oversight including scope, schedule and resources	
Bill Mancinelli, representing the State	<a href="mailto:William.mancinelli@state.vt.us">William.mancinelli@state.vt.us</a>
Mike Rubilotta, CherryRoad Technologies	<a href="mailto:Michael.rubilotta@state.vt.us">Michael.rubilotta@state.vt.us</a>

# ERP Expansion Project Approach



# What's Happening Now?

## Conference Room Pilots

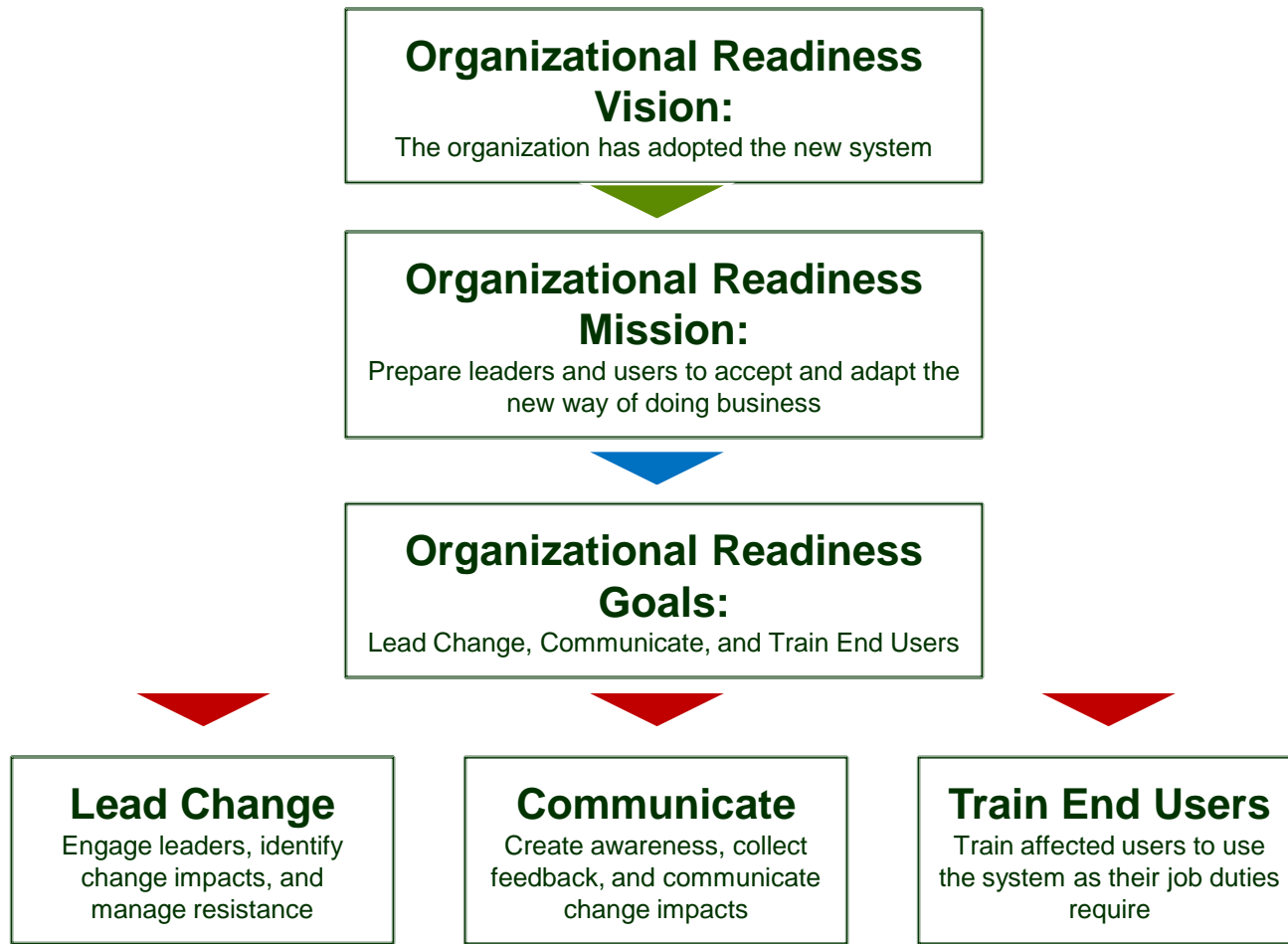


## Readiness Coordinators

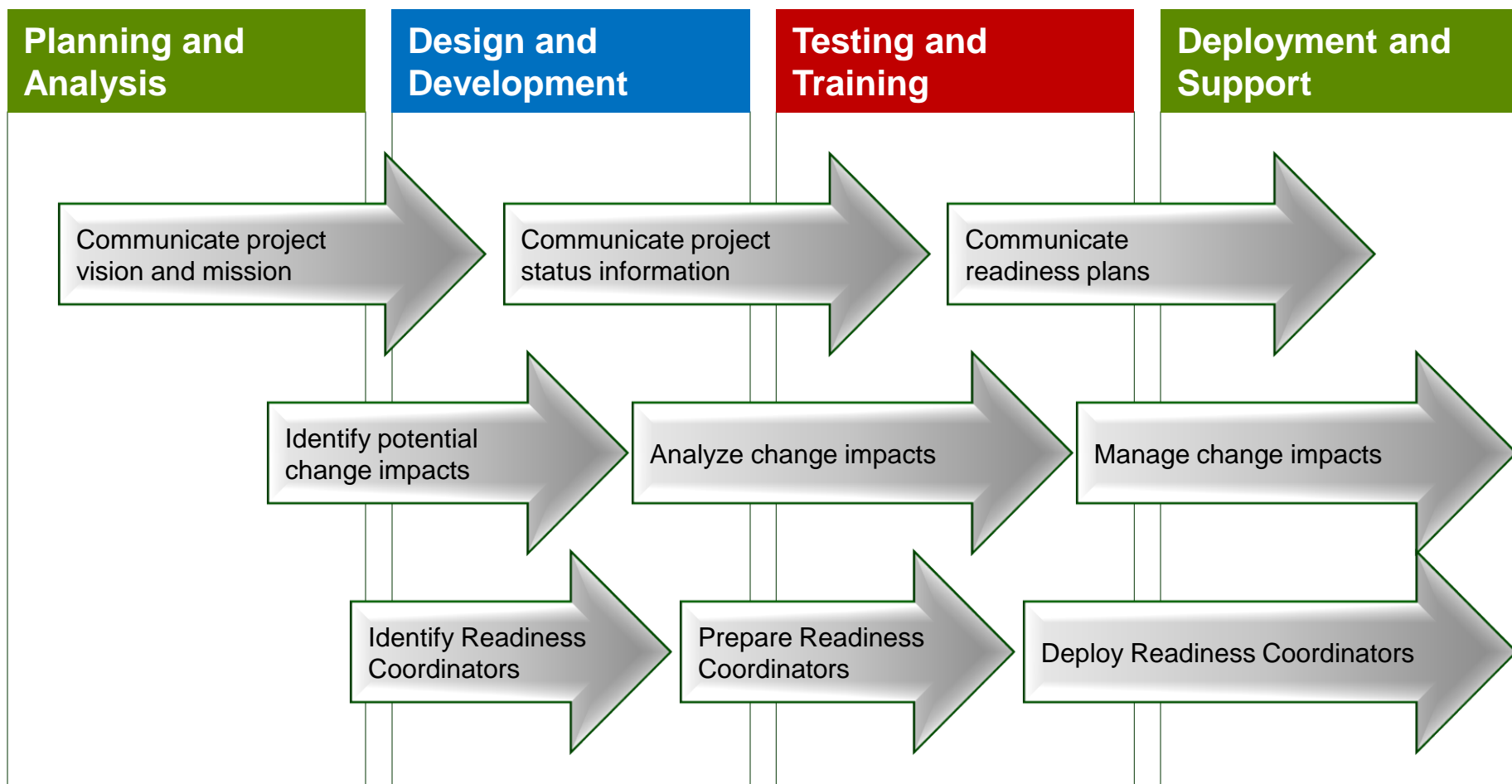




# Organizational Readiness Approach



# Organizational Readiness Phasing and Timing



Change Management and Communication Activities Extending through Multiple Stages

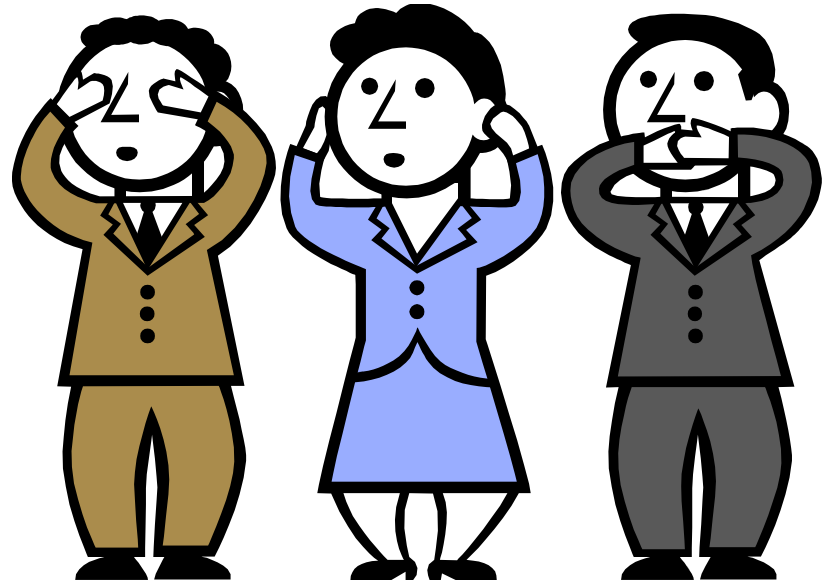
# Readiness Coordinator Network



## Sharing Information



## Encountering Resistance





# Managing Resistance

# Resistance Perceptions

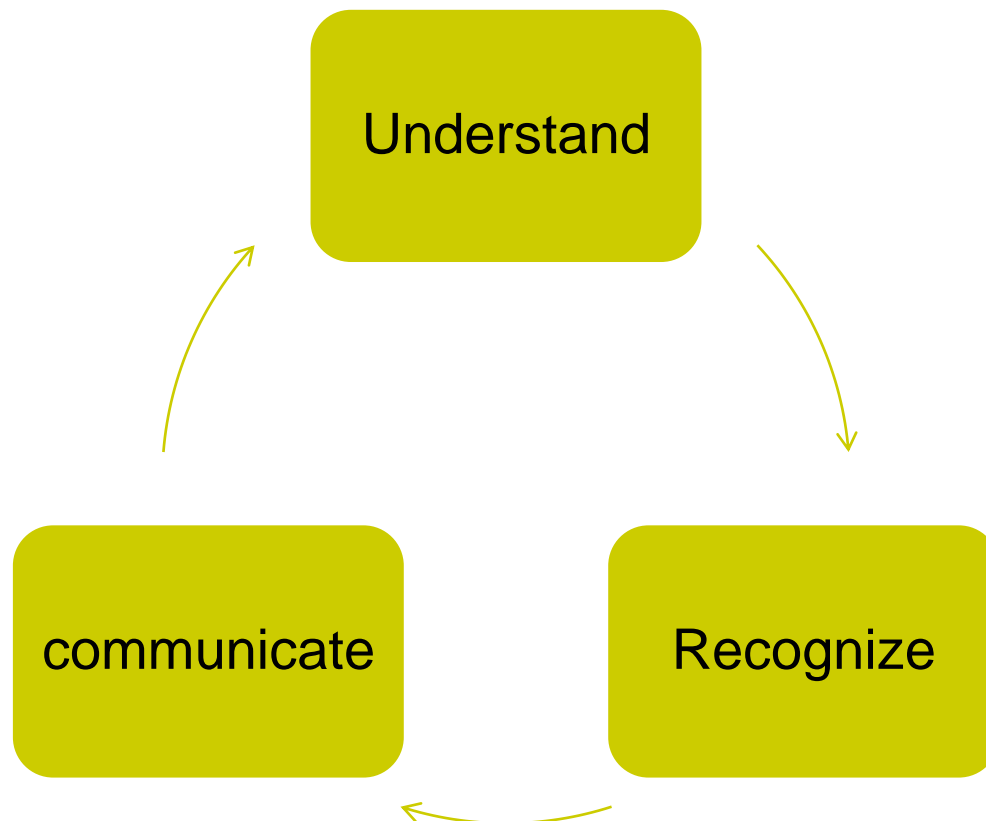
- What do you think of when I say “resistance”?
- What are some examples of resistance you have encountered?
- What are some examples where you would support resistance?



# Introducing Resistance

- Dictionary definition:
  - “The opposition offered by one thing, force, etc., to another. ”
- Paul Yeager’s definition
- Why it needs to be addressed

# Working with Resistance







# Understand

# Why Resistance Exists

- Fear
- Control
- Lack of understanding





# Recognize

# Types of Resistance

## Overt

- Arguing
- Disagreement
- Unwillingness to listen
- Outright refusal to participate

## Covert

- Questioning
- Expressing concern about co-workers
- Lack of follow through on tasks
- Excuses for not completing a task
- Lack of communication



# Communicate

# Obstacles to Effective Communication

- Lack of Time
- Perceived irrelevance of the message
- Distractions
- Jargon
- Information overload
- Pre-conceived ideas
- History
- Message sender has low credibility



# Effective Communication

- Takes into consideration stages of communication
- Follows Guiding Principles
- Does not assume that because a message has been sent that it has been received



# Stages of Communication

- Awareness
- Understanding
- Acceptance
- Commitment
- Internalization





# Effective Communication Principles

- Respect the audience
- Involve as many stakeholders as possible
- Concentrate communications for maximum effectiveness
- Communicate clearly
- Communicate repeatedly
- Communicate appreciation
- Be candid and factual
- And...

# Listen!



# Communication Analysis



# Steps to Effective Communication

1. Deliver the message
2. Listen to the audience
3. Respond to what the other person says, not what you wish they said or what you want them to hear

# Options for Communicating

## ■ Communication Vehicles by Department



# Readiness Coordinator Role

- Be the advocate for the project
- Deliver message
- Be visible
- Listen to the audience
- Let the Organizational Readiness Team know what the people around you are saying and questioning

# What's Most Important?

# **BE COMMITTED!!!**

# Summary

- Resistance is natural
- Resistance cannot be controlled
- Communication is key in working with resistance and facilitating acceptance
- Trust the Org Readiness Team
- Talk to the Org Readiness Team





## Elevator Speech Activity

# Next steps

